

**ROLE PROFILE**

<b>Job title</b>	<b>Group Head –Commissioning</b>
<b>JE Code:</b>	<b>JE1989</b>
<b>Grade:</b>	<b>O</b>
<b>Accountable to</b>	<b>Director of Adult Services</b>
<b>Competency Level</b>	<b>4</b>
<b>Date</b>	<b>July 2019</b>

**Purpose of role**

This post leads and develops the commissioning of health, social care and wellbeing provision for the residents of Milton Keynes. The post is accountable for the strategic development, delivery and management of single agency, joint and integrated commissioning for the Council. This is a cross-organisational and cross-sector post which will improve the overall quality of care provided.

This post has a leading role in developing and delivering strategies to achieve both Milton Keynes Council (MKC) and NHS priorities and objectives, to ensure an integrated approach to health, social care and wellbeing. As a member of the council's Senior Leadership Team and NHS Milton Keynes Clinical Commissioning Group's (MKCCG) management team the post holder has a role to work with public, private and voluntary and community and organisations in order to achieve defined outcomes of MKC and MKCCG.

The post holder will work collaboratively across a multi-agency environment with a range of partners to develop practical responses to key strategic policy challenges, promoting innovation and creativity in service provision to achieve integrated outcomes for residents of MKC. Central to the role is the development and maintenance of highly effective working relationships with stakeholders including Council Members, the CCG Board, GP wider membership and external partners.

The post holder will also be required to determine/ develop the approach and future shape of the commissioned services and provide strategic direction and management to deliver and improve service performance. A crucial requirement of this post is the need to interpret, analyse and own the development of strategic solutions to complex, cross-cutting policy and commissioning challenges.

This post acts as a ‘figurehead’ for people commissioning across MKC, ensuring effective services are secured and the implementation of strategic priorities and objectives e.g. the Joint Health and Wellbeing Strategy, the Council Plan, and Service Plans across MKC.

### Key objectives

1	Provide strong commercial leadership and direction for the commissioning of services within Children’s and Adult Social Care. Provide commercial advice and leadership across the Council on commissioning.
2	Work with providers to put in place initiatives to ensure the market can respond to and meet service user/ patient and carer outcomes, and that commissioning plans are co-produced with service users/ patients, carers and other stakeholder groups
3	Interpret local and national health and social care policy and develop responses on behalf of the Council and CCG
4	Ensure close, proportionate and appropriate alignment to the Adults, Children’s, Health, and Public Health commissioning agendas by ensuring and maintaining strategic coherence, budgets and performance
5	Lead market development, facilitation and stakeholder engagement locally, regionally and nationally. The post holder is responsible for ensuring the service builds and sustains capacity in the market and fostering good provider relationships.
6	Ensure commissioned services are demonstrating value for money
7	Be accountable for applying corporate and national policies in a way that makes the most efficient use of resources to support local needs.
8	Develop a comprehensive understanding of the local market and work with providers to put in place initiatives to ensure the market can respond.
9	Efficient delivery of the whole commissioning cycle – shaping, planning, designing, securing delivery, re-design and performance review of commissioned services. This may be applicable to both internal council services and external provision, and will achieve the most effective quality maximising the use of resources and improved outcomes for Milton Keynes residents.

### Main Accountabilities

1	Lead and develop the commissioning of health, social care and wellbeing provision for the residents of Milton Keynes.
2	Accountable for the development of strategies to achieve the Council and CCG’s strategic outcomes
3	Lead the Commissioning and Contracts Teams including the commissioning of health, social care and wellbeing services on behalf of Adult Services, Children Services, MKCCG, Public Health, Housing, and other areas of Council as deemed appropriate.
4	To provide expert advice and be a ‘critical friend’ in respect of commissioning people services across MKC
7	Developing and implementing qualitative and quantitative measures to determine

	performance against organisational strategy.
8	Report progress through representation at senior management forums and by written reports to appropriate boards and groups of staff.
9	Responsibility for the development and management of Section 75 arrangements including the monitoring of financial and service performance
10	Identify, define and deliver technical and specialist solutions and manage agreed programmes and projects
11	To have lead responsibility for the Better Care Fund ensuring it is planned for, co-ordinated, managed and effectively delivered.
12	To ensure a clear risk management approach is in place for all commissioning and contracting activity. This will entail that systems are in place to assess and mitigate appropriately against risk

### Service Responsibilities

The post holder will be accountable for the following requirements:

#### Commissioning:

- Needs mapping, analysis and forecasting
- Reviews of existing services
- Redesign of services where appropriate
- Promoting the development of new services to meet identified needs
- De-commissioning of services which are no longer required
- Market analysis and facilitation of suitable supply of services to meet identified needs
- Setting service specifications and contract frameworks

#### Contracting:

- Monitoring and review of contracts and quality of service provision
- Procuring social care, health and wellbeing services (including management of tender exercises)
- Expert guidance on all aspects of procurement and contract management
- Delivering efficiencies through the procurement process and fee negotiations

### Scope

This is a key role in the delivery of preventative and statutory services which demands a professional approach to leadership and guidance to a group of managers. The post will deliver a wide range of complex and diverse services, in partnership with health where appropriate, for a rapidly rising population with increasingly complex care needs.

Key relationships with NHS are essential and the use of influencing skills, as well as an ability to clearly articulate an ambition for continuous service improvements. The ability to understand and work within the ever-changing climate and environments within public service organisations is critical and the role holder will demonstrate visible leadership,

direction, and drive not only across the services they are responsible for but in the wider health and social care economy.

To be fully accountable for the effective planning, organising, delivery and continuous improvement and efficiency of the service area, its resources and allocated budgets, through service delivery, efficiency and improvement plans as required. Services must be driven by quality and customer focus and be determined by the needs of the people and different communities of the borough.

## **People**

The role requires the post holder to give clear management direction to a workforce of approximately 50 colleagues through two direct report managers.

The post holder is required to work with the Senior Leadership team and Corporate Leadership across the council and senior leaders across the NHS and other strategic partners in MK.

This role requires building strong working relationships with both health and social care, HR, finance and commissioning to ensure that the service works within the agreed budgets and agreed policies and procedures.

## **Financial**

The role has responsibility through the two Head of Services for a budget £11.785m. The post holder ensures that resources management and financial management are central to strategic decision making. Services are delivered efficiently and effectively, ensuring there are sufficient resources available to discharge statutory functions in line with published priorities, performance standards and budget requirements.

Managed budgets in this area are subject to unpredictable demand patterns and costs and therefore a high level of skill is required in both forecasting in-year and in the setting of the medium-term financial plan for social care.

## THE SEVEN COMPETENCY LEVELS RELEVANT TO THIS ROLE

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<b>Customer focus</b>	<ul style="list-style-type: none"><li>✓ Creates an organisation-wide culture of outstanding customer service</li><li>✓ Reviews current and future customer trends and requirements to inform Council decisions</li><li>✓ Allocates resources to meet customer needs</li></ul>
<b>Communicating and engaging</b>	<ul style="list-style-type: none"><li>✓ Visible and regularly engages and communicates consistently with staff and stakeholders</li><li>✓ Tailors messages to the audience and listens and acts on feedback</li><li>✓ Reinforces messages to enhance understanding</li></ul>
<b>Managing resources and risk</b>	<ul style="list-style-type: none"><li>✓ Sets direction, identifying key outcomes and determining optimum means to deliver services</li><li>✓ Leads innovation and strategically commissions services for long term needs</li><li>✓ Allocates resources to meet key priorities and build future resilience and succession</li></ul>
<b>Organising and improving performance</b>	<ul style="list-style-type: none"><li>✓ Engages all stakeholders to create bold long term strategic plans for the citizens of MK</li><li>✓ Establishes clear success criteria, reviewing progress and evaluating outcomes regularly and rigorously</li><li>✓ Creates agile organisation resourced and able to respond quickly to change</li></ul>
<b>Taking responsibility</b>	<ul style="list-style-type: none"><li>✓ Makes things happen and is accountable for the performance of the Council and personal responsibilities</li><li>✓ Works corporately and stops actions that are not adding value</li><li>✓ Establishes appropriate systems of scrutiny, review and monitoring and acts on findings</li></ul>
<b>Team player</b>	<ul style="list-style-type: none"><li>✓ Always accessible and works with stakeholders across the region to get the best outcomes for MK</li><li>✓ Creates an environment for people to collaborate, share knowledge, innovate and work across boundaries</li><li>✓ Provides leadership to create wider partnerships</li></ul>
<b>Excellent leadership</b>	<ul style="list-style-type: none"><li>✓ Provides inspiring, confident leadership and support to others and importance of work/life balance</li><li>✓ Works with the current and emerging big picture in mind at all times</li><li>✓ Articulates the future vision of MKC clearly, confidently and consistently</li></ul>

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## **PERSON SPECIFICATION**

The method of assessment during recruitment processes will be via application form, interview, testing, and reference.

### **Experience and Knowledge**

- A solid understanding of the relevant legal, commercial, political, operational and social community aspects of a similar diverse and complex environment. Previous significant senior experience of being a lead professional within an authority or similar environment.
- Detailed understanding of the legislative frameworks and statutory requirements relating to social care services and the technical knowledge of the requirements of the health service.
- Significant experience as a manager, in a large complex organisation, with substantial evidence of knowledge and understanding of the public sector.
- Able to demonstrate a successful track record of commissioning and contracting for high quality social care, health and wellbeing services
- A significant track record of achieving significant improvements in service delivery, achieving outcomes and successfully managing change
- Extensive knowledge and understanding of commissioning and contracting processes
- Extensive experience of operating in a complex political environment and able to demonstrate the communication and influencing skills necessary to succeed.
- Experience and knowledge of the relevant regulatory and inspection frameworks and requirements.
- Practical evidence of developing and maintaining good working relationships with a wide range of customers/stakeholders, developing a positive personal and organisational profile and building partnerships
- Evidence of high-level management achievement and/or training.
- Track record of leading transformational change in a complex organisational environment.
- Track record of leadership and development of high performing teams.
- Experience of strategic planning and service delivery within local or central government, with demonstrable and proven record of achievement in same.
- Experience of developing and implementing planning, commissioning and performance frameworks in a multi-disciplinary and partnership environment.
- Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.
- High level written and oral communication skills.

- Demonstrable commitment to equality and diversity issues in both service provision and employment practices.
- Demonstrable achievement in successfully managing budgets in a demanding public arena against high levels of demand.
- Ability to think critically and analytically to draw sound conclusions on the basis of complex data.

**To underpin this experience and knowledge, the role holder must:**

- Be educated to degree-level or have equivalent experience in a relevant subject.
- Have a relevant professional qualification
- Be able to evidence continuous professional development.
- Proven track record of success in a front-line service delivery environment.
- Experience and delivery of strategic planning and service delivery, including statutory obligations within local or central government or private sector, with demonstrable and proven record of achievement in same.

**Other requirements**

- Able to travel to meet service delivery requirements
- Available to undertake work outside of normal working hours

Structure Chart

